

# Action Plan for Puerto Rico

<b>PRIORITY ONE: Increase Political Will and Advocacy</b>						
<b>Strategy(-ies)</b>	<b>Action(s)</b>	<b>Manager<sup>1</sup></b>	<b>Implementer<sup>2</sup></b>	<b>Expected Outcomes</b>	<b>Benchmarks</b>	<b>Completion Date (Estimated)</b>
Strategy 1.1 Identify, educate, and advocate with key stakeholder and decision makers to address issues related to homeless, with a special emphasis on families with children.	Action 1.1.1 Identify key stakeholders and decision makers (e.g., Women's Advocate, Veterans, Disability, Patient Advocates, Office of the Commissioner on Municipal Affairs, local and statewide Coalitions, Consumers, State Commission, Mayors, Local Coalitions, Judges)	Commission	Planning Committee (Team Leader)	List of Key Stakeholder Decision makers	10 Stakeholder Decision Makers identified by April 2004.	May 2004
	Action 1.1.2 Prepare and send position papers to stakeholders	Commission	Planning Committee (Team Leader)	Position Papers	Draft of at least 3 papers	May 2004
	Action 1.1.3 Hold individual and/or group meetings with stakeholder decision makers to educate, advocate for, raise awareness and establish a dialogue to address issues related to homeless.	Commission	Commission President and Selected Members	Establish dialogue and collaboration with all key stakeholders.	Meet with at least 10 key stakeholders.	June 2004 and again by February 2005
	Action 1.1.4 Gather information from stakeholders on current activities for homeless	Commission	Research and HMIS Committee (Team Leader)	Complete report on what stakeholders are doing for the homeless.	Complete report on what 10 key stakeholders are doing for the homeless.	August 2004

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	Action 1.1.5 Work on Collaborative Agreements or Stakeholder Action Plans for homeless.	Commission	Planning Committee (Team Leader)	Collaborative agreements/action plans with at least 10 key stakeholders.	5 Collaborative Agreements by November 2004	December 2004
	Action 1.1.6 Track progress in attending homeless issues.	Commission	Research and HMIS Committee (Team Leader)	Progress Reports	Quarterly Progress Reports	Ongoing after September
	Action 1.1.7 Hold 1 <sup>st</sup> Summit on Homeless	Coalition of Coalition	Steering Committee	Educate policy makers and the community on the issues affecting the homeless	Participation of at least 100 people at the Summit	April 2004
Strategy 1.2 Identify, educate, and advocate with Agency heads to access and allocate funding for	Action 1.2.1 Meet with agency heads.	Commission	President of the Commission and Selected Members	Meetings with key agency heads.	Meeting Minutes.	June 2004 and February 2005

programs for homeless, with a special emphasis on families with children, in their budgets	Action 1.2.2 Educate and provide TA to agency heads on ways to access and allocate funds to facilitate services for the homeless.	Commission	Prevention and Capacity Building Committee (Team Leader)  Fundacion Chana y Samuel Levis	Agencies access and allocate funding.	5 Agencies access and allocate funding.  10 Agencies receive TA.	November 2004 and Ongoing
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	Action 1.2.3 Agency head will provide resources to access and allocate funding.	Commission	Agency Heads	Agency head will provide resources to access and allocate funding.	5 Agencies will provide resources to access funding.	November 2004

	Action 1.2.4 Advocate to implement Housing Trust Fund.	Commission	Legislative Committee and Consumer Groups	Housing Trust will be created to fund the development of supportive housing.	Governor signs the agreement for the development of the Trust.	May 2004
	Action 1.2.5 Improve mechanisms to access and maximize internal and external resources for addressing the needs of homeless, with a special emphasis on families with children	Commission	Planning Committee and Agencies	More resources will be allocated to address the needs of the homeless.	Allocate 5 local and federal funding sources that are currently not being used for homeless.	November 2004
Strategy 1.3 Propose and advocate for the Legislature and Office of Management and Budget to allocate funding for services and housing for the homeless, including programs that fund public and private non profit agencies.	Action 1.3.1 Visit Legislators, Presidents of various Commissions.	Commission	Legislative Committee and Consumer Groups.	Visit key Legislators and gain their support for the homeless	Meet with 10 legislators	August 2004
	Action 1.3.2 Write letters to Legislators and key stakeholders.	Commission	Legislative Committee and Consumer Groups.	Present the policy recommendations of the Commission	Send at least 3 letters.	August 2004
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	Action 1.3.3 Participate in Public Hearings and establish Legislative Round Table discussions on Homelessness.	Commission	Legislative Committee, Selected Members of the Commission and Consumer Groups.	Present and discuss the policy recommendations of the Commission	Hold one roundtable discussion on homelessness	August 2004
Strategy 1.4 Propose and advocate for each Mayor to have a strategy to fund/create a designated number of supportive housing units in their city plan/budget for the homeless, proportionate to the need in each municipality	Action 1.4.1 Visit Mayor organizations and Mayors from Autonomous Municipalities to explain the need to fund/create supportive housing.	Commission	President of Commission, Selected Members, Legislative Committee and Prevention and Capacity Building Committee (PCB Committee)	Present and convince Mayors of the dire need for supportive housing.	Meet with Mayor's Organizations	April 2004 and December 2004
	Action 1.4.2 Write letters to Mayors	Commission	Legislative Committee (Team Leader)	Present the case for supportive housing	Five letters by August 2004	December 2004
	Action 1.4.3 Hold meetings with Mayors during the 1 <sup>st</sup> Summit on Homelessness.	Coalition of Coalitions	Fortaleza Communications Office, OCAM, local coalitions and selected Commission Members	Achieve commitment from Mayors to allocate resources for supportive housing.	Confirm participation of at least 10 Mayors	April 2004
Strategy 1.6 Advocate that each political candidate include issues impacting homeless, with a special emphasis on families with children, in their social platforms	Action 1.6.1 Endorse position papers of other groups.	Commission	Legislative Committee (Team Leader)	Support policy recommendations to help the homeless.	Revise position papers of other groups.	April 2004
	Action 1.6.2 Send position papers and hold meetings with the three Gubernatorial candidates	Commission	Legislative Committee (Team Leader)	Garner support of Gubernatorial Candidates to help the homeless	Meetings with Gubernatorial Candidates	May 2004

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	Action 1.6.3 Write letters to the presidents of the Mayor Organizations and Secretaries for each political party, Legislators	Commission	Legislative Committee and Consumer Groups.	Present the policy recommendations of the Commission	Send at least 3 letters.	August 2004
	Activity 1.6.4 Hold Candidate debate in the 1 <sup>st</sup> Summit on Homeless	Coalition of Coalitions	Public Policy Committee	Gain Public Support of Gubernatorial Candidates to help the homeless	Acceptance of invitation by Gubernatorial Candidates to participate in the debate.	April 2004
Strategy 1.7 Involve key media persons and/or athletes to advocate for the needs of homeless, with a special emphasis on families with children. (Public Awareness Campaign)	Action 1.7.1 Identify and recruit public figures to carry out message	Commission	PCB Committee (Team Leader)	Raise consciousness about homelessness	Number of key media persons to accept the invitation.	December 2005
	Action 1.7.2 Meet with management of radio and TV stations	Commission	PCB Committee (Team Leader)	Garner support of Media to help the homeless	Number of media that support our campaign.	January 2005

	Action 1.7.3 Implement the campaign	Commission	PCB Committee (Team Leader)	Break with prejudice against the homeless and garner support	Support for the campaign	March 2005
<p><b>PRIORITY TWO: Enhance Systems, Program Capacity and Interagency Collaboration and Integration</b></p> <p style="text-align: center;"> <b>Strategy(-ies)</b>  <b>Action(s)</b>  <b>Manager<sup>1</sup></b>  <b>Implementer<sup>2</sup></b>  <b>Expected Outcomes</b>  <b>Benchmarks</b>  <b>Completion Date (Estimated)</b> </p>						
Strategy 2.1 Maintain up to date needs assessment of service providers and homeless population, with a special emphasis on families with children	Action 2.1.1 Create mechanisms and implement an annual needs assessment of services	Commission	Research and HMIS Committee (Team Leader)	Annual Needs Assessment of services to homeless	Draft of annual report	September 2004
	Action 2.1.2 Prepare and disseminate annual report on findings of needs assessment	Commission	Research and HMIS Committee (Team Leader)	Inform service providers, policy makers and the general population of the needs of homeless.	Published report	September 2004

	Activity 2.2.4 Promote curricular content on homelessness in pre and in service training programs	Commission	PCB Committee (Team Leader)	Continual capacity building and improved services	Number of organizations that participate	Ongoing
Strategy 2.3 Increase quantity and quality of housing and services for homeless, with a special emphasis on families with children	Action 2.3.1 Develop proactive and innovative activities to encourage supportive housing development.	Commission	Planning Committee and Department of Housing, and Planning Committee,	Development of Supportive Housing. Funding availability for the	Number of activities to encourage development	October 2004 and February 2005
	Action 2.3.2 Encourage more funding for supportive housing Using HOME funds, Shelter Care Plus, VA Grant and Per Diem Program, SHP and others.	Commission	Department of Housing, VA and other related agencies.	Development of Supportive Housing	Dollars allocated to supportive housing development	December 2004
<b>PRIORITY TWO: Enhance Systems, Program Capacity and Interagency Collaboration and Integration</b>  <div style="text-align: center;"> <b>Strategy(-ies)</b>  <b>Action(s)</b>  <b>Manager<sup>1</sup></b>  <b>Implementer<sup>2</sup></b>  <b>Expected Outcomes</b>  <b>Benchmarks</b>  <b>Completion Date (Estimated)</b> </div>						



	Action 2.3.3 Facilitate the integration of faith-based, CBOs and/or NPOs into the development of supportive housing and services.	Commission and Coalition of Coalitions	Planning Committee, Fundacion Chana y Samuel Levis and local Coalitions	Supportive Housing with an integrated service structure developed by NGOs	Number of Supportive Housing Projects	June 2004 and June 2005
	Action 2.3.4 Develop a plan to enhance health services for homeless, with a special emphasis on families with children,	Planning Committee (Team Leader)	Department of Health and local Coalitions	Improve health services for the homeless and ensure that their health needs are met.	Number of homeless persons accessing services and quality of services	June 2004
	Action 2.3.5 Encourage more funding in programs to address the physical and mental health issues by using Medicaid, SAMHSA Block Grants and discretionary funds, VA women's health program, and others	Planning Committee (Team Leader)	Department of Health and local Coalitions	Funding available for services to attend the physical and mental health need of the homeless.	Dollars allocated for the health needs of the homeless	December 2004

**PRIORITY TWO: Enhance Systems, Program Capacity and Interagency Collaboration and Integration**

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	Action 2.3.6 Promote self sufficiency and empowerment through employment, training and education	Planning Committee (Team Leader)	Department of Labor, local WIA Councils and local Coalitions	Employment opportunities for the homeless.	Jobs available	September 2004
	Action 2.3.7 Coordinate, integrate, and improve outreach and case management	Planning Committee (Team Leader)	Department of Health and local Coalitions	Introduce the homeless into an effective service system that will take them to housing.	Number of homeless persons receiving services for the first time.	October 2004

	Action 2.3.8 - Housing First Initiative to ensure that Homeless persons can gain access to a shelter or housing with no restrictions for entry.	Planning Committee (Team Leader)	Department of Housing and local Coalitions	Every homeless person can gain access to a shelter or housing with no restrictions for entry.	Number of “un restricted entry” beds	June 2004
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Strategy 2.4 Propose and advocate for state and local agency to develop internal procedures that ensure access to mainstream services for homeless, with a special emphasis on families with children	Action 2.4.1 Inventory mainstream services about services they provide and share information (e.g., directory)	Commission	Research and HMIS Committee (Team Leader)	Information about Mainstream Services available to the homeless and patterns of use.	Number of agencies that respond	June 2004
	Action 2.4.2 Identify barriers to accessing housing and services	Commission	Research and HMIS Committee (Team Leader)	Break the barriers that prevent the homeless from accessing services	Number of barriers identified	July 2004

	<p>Action 2.4.3 Work toward unifying eligibility criteria</p> <p>Action 2.4.4 Increase enrollment of homeless, with a special emphasis on families in mainstream and other supportive services</p>	Commission	Planning Committee and related agencies	Simplify processes whereby homeless receive services	Identifying eligibility criteria	July 2004
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Strategy 2.5 Promote and facilitate creation of one stop satellite mobile units to help the homeless.	Action 2.5.1 Identify Agencies that will Participate.	Planning Committee (Team Leader)	Participating Agencies	Create one stop satellite mobile units	Number of Agencies Participating	
	Action 2.5.2 Identify funding.	Commission	Participating Agencies	Interagency collaboration	Number of MOUs	
	Action 2.5.3 MOU between agencies.	Participating Agencies	Participating Agencies	Integrated services for the homeless	Number of homeless persons served	
	Action 2.5.4 Offer services.					
Strategy 2.6 Regionalize planning and implementation processes to ensure participation from local service providers and consumers to address specific local needs.	Action 2.6.1					
	Action 2.6.2					
	Action 2.6.3					

<b>PRIORITY THREE: Develop a strong planning, research, and evaluation infrastructure</b>						
<b>Strategy(-ies)</b> <b>Action(s)</b> <b>Manager<sup>1</sup></b> <b>Implementer<sup>2</sup></b> <b>Expected Outcomes</b> <b>Benchmarks</b> <b>Completion Date (Estimated)</b>						
Strategy 3.1 Expand computerized data collection system to gather information on homeless populations and services	Action 3.1.1 Identify lead agency.	Commission	Research and HMIS Committee (Team Leader) & Fundación Chana & Samuel Levis	Lead Agency takes charge of HMIS	Meetings to present project	April 2004
	Action 3.1.2 Request Funding.	Research and HMIS Committee (Team Leader)	Research and HMIS Committee, Fundación Chana & Samuel Levis and Lead Agency	Funding available to develop HMIS	Communication with Funding Sources	November 2004
	Action 3.1.3 Implement system	Research and HMIS Committee (Team Leader) & Fundación Chana & Samuel Levis	Lead Agency	HMIS and Information and Referral System in Place	Number of Agencies Participating	June 2005
	Action 3.1.4 Publish annual report on line.	Research and HMIS Committee (Team Leader) & Fundación Chana & Samuel Levis	Lead Agency	Dissemination of Information about homelessness to stakeholders	Draft of report	August 2006
Strategy 3.2 Assess and maintain data on demographics and service needs of homeless, including best practices, with a special emphasis on families with children	Action 3.2.1 Examine current research.	Commission	Research and HMIS Committee (Team Leader)			

	Action 3.2.2 Promote new research focusing on risk factors, including poverty, violence, and cultural issues.	Research and HMIS Committee (Team Leader)	Research and HMIS Committee, agencies and Universities			
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	Action 3.2.3 Publish Report and disseminate information to stakeholders.	Research and HMIS Committee (Team Leader)	Research and HMIS Committee, agencies and Universities			
Strategy 3.3 Conduct a study to compare the Costs of Homelessness vs. Supportive Housing.	Action 3.3.1 Follow CSH Methodology for Cost of Homelessness vs. Supportive Housing	Commission	Research and HMIS Committee and related agencies			
	Action 3.3.2 Publish report	Commission	Research and HMIS Committee and related agencies			
Strategy 3.4 Evaluate and revise annually the action plan on homeless, with a special emphasis on families with children	Action 3.4.1 Collect information from agencies about their progress in accomplishing strategies and action steps	Commission	Research and HMIS Committee (Team Leader)	Evaluate Strategic Progress	Number of Agencies that respond	January 2005

	Action 3.4.2 Update and revise action plan	Commission	Planning Committee (Team Leader)	Plan according to the need	Draft Plan	March 2005
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Strategy 3.5 Promote ongoing assessment and evaluation of service effectiveness	Action 3.5.1 Develop service standards and indicators of effectiveness.	Commission	Planning Committee and local Coalitions	Service Standards	Identification of Indicators	July 2004
	Action 3.5.2 Coordinate with funding sources to collect information from agencies	Commission	Planning Committee (Team Leader)	Attain information about service delivery effectiveness	Reports from funding agencies	May 2004
	Action 3.5.3 Assess overall performance and implement corrective actions	Commission and Coalition of Coalitions	Planning Committee and local Coalitions	Evaluate and improve service delivery.	Evaluations	March 2005



Strategy 3.6 Promote streamlining of state and local requirements to be more flexible	Action 3.6.1 Gather Federal, state and local requirements	Research and HMIS Committee (Team Leader)	Agencies	Up to date information about agency requirements	Information gathered from agencies	August 2004
	Action 3.6.2 Compare requirements to identify discrepancies in service delivery	Commission	Planning Committee (Team Leader)	Identify barriers to service delivery for the homeless	Number of barriers identified	September 2004
	Action 3.6.3 Change policies	Planning Committee (Team Leader)	Agencies	Eliminate barriers to mainstream resources	Number of barriers eliminated	September 2004

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